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AUTHOR Johnson, Dona, Comp.; And Others
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ABSTRACT

A study of graduates from the Hotel, Restaurant, and Institutional Management program at St. Louis Community College at Forest Park was conducted, primarily in order to elicit information from graduates regarding potentially effective recruitment methods for minority groups and women. The study also sought to obtain evaluation of course curriculum and content and general follow-up information from program graduates. Of the 159 who had graduated over the past ten years and were surveyed, 139 (94.5%) responded. Results of the study indicated: (1) the majority of graduates were white males between 20 and 29 years of age, with an Associate degree; (2) 22% had continued their education to the baccalaureate level; (3) 86% were employed full-time, with 63% having held their present positions for 1 to 3 years; (4) nearly two-thirds felt their present employment was 100% related to the training they received in the program; and (5) over 62% felt the most helpful recruiting method for minorities and women was publicizing the program in high schools. A ranking of responses concerning helpfulness of the program's curriculum areas, an analysis of affirmative action approaches for the college and within the hospitality industry, and a copy of the survey instrument are included in the report. A statistical profile of academic characteristics of program graduates and non-graduates is appended. (JDS)

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St. Louis Community College

at Forest Park

# Evaluation of Hotel, Restaurant, and Institutional Management Graduates: A Ten Year Review

Proposal, Vocational Education
State of Missouri Research Coordinating Unit
State Department of Elementary and Secondary Education
Project No. 2232

JC 770 252

ABSTRACT

The Evaluation Hotel-Restaurant Graduate Study was conducted with a primary emphasis on eliciting information regarding effective recruitment methods for minority groups and women. The population sampled were graduates of the Hotel-Restaurant Institutional Food Service Program at St. Louis Community College at Forest Park for a ten year period (1965-1976). 94.5 percent of those surveyed responded.

The survey instrument used provided corollary information in the following areas:

a. Evaluation of course curriculum and content.
b. Utilization and helpfulness of information presented.
c. Percentage of graduates obtaining employment within and remaining in the industry.
d. Percentages of graduates continuing their education.

The projected growth rate of the hospitality industry from 1977-1980 is 32% with a breakdown of 7% for the hotel/motel component; 9% for lodging excluding hotels; and 15% for eating and drinking establishments.

This increase is roughly 25% higher than other service industries excluding the health care industry and 30-35% higher than nonservice industries.[1]

In recent years federal legislation protecting the employment rights of minorities and women have led to litigation and complaint suits against all major industrial areas.

The projected growth rate coupled with the number of complaint actions filed not only justifies but provides a mandate for the study undertaken.

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[1] Division of Employment Security, Research and Analysis, Missouri Department of Labor and Industrial Relations, St. Louis Standard Metropolitan Statistical Area Employment Outlook, Occupational Employment Statistics, January, 1975.

TABLE OF CONTENTS

I. Introduction

II. Justification

III. Investigative Procedures

IV. Results

V. Conclusions and Recommendations

Appendix A - Student Profiles

## I. Introduction

The Hotel Restaurant Institutional Food Service Program of St. Louis Community College at Forest Park was initiated as a vocational education program at Roosevelt High School in August 1963. It was housed in temporary facilities at the Ambassador Hotel until 1968. In November of 1969 the program was moved to its permannent facilities at the Forest Park Campus. In 1974 the program was evaluated and received vocational accreditation from the Division of Career and Adult Education of the State Department of Elementary and Secondary Education.

The primary objective of the program is to enable the student to develop the technical competence and skills necessary for placement in the midmanagement occupational level. The program's leadership has maintained close ties with the industry through participation in hospitality trade associations enabling Forest Park to place new graduates and offer assistance to former students wishing to relocate. Feedback from graduates serves as a basis for initiating curriculum change and program development in order that current industry needs be met. These offerings are designed to meet industry needs by improving skills of current hospitality employees and are offered on and off campus through the Continuing Education Department at Forest Park.

Since the program's inception, 159 students have graduated. One hundred thirty-nine responded to the survey and of those eight graduates were not employed in the hospitality field (see results section)

The student Profile is summarized in Appendix A. Additional information regarding admissions requirements and curriculum content can be obtained from Jack Miller, Director, Hotel-Restaurant Institutional Food Services, St. Louis Community College at Forest Park, 5600 Oakland Avenue, St. Louis, MO. 63110.

## II. Justification

In recent years there has been a significant development of academic programs related to food science and technology (see Table 1) increasing the viability of community college programs and leading to a greater degree of professionalism within the industry.

Table 1 - EARNED DEGREES CONFERRED IN FOOD SCIENCE AND TECHNOLOGY BY LEVEL OF DEGREE: 1960-61 THROUGH 1970-71

| Academic Year | Bachelor's degree | Master's degree | Doctor's degree | Academic year | Bachelor's degree | Master's degree | Doctor's degree |
|---|---|---|---|---|---|---|---|
| 1970-71 | 333 | 188 | 119 | 1964-65 | 208 | 103 | 34 |
| 1969-70 | 322 | 153 | 99 | 1963-64 | 109 | 84 | 37 |
| 1968-69 | 281 | 173 | 79 | 1962-63 | 121 | 58 | 30 |
| 1967-68 | 252 | 144 | 60 | 1961-62 | 108 | 49 | 19 |
| 1966-67 | 214 | 149 | 52 | 1960-61 | 77 | 45 | 17 |
| 1965-66 | 240 | 123 | 57 | | | | |

Source: National Center for Educational Statistics: Earned Degrees Confered: 1970-71. DHEW Pub. No. (OE) 73-11412. Office of Education, U.S. Department of Health, Education, and Welfare, Washington. U.S. Government Printing Office, 1973. Also, prior annual editions. Data for United States, Guam, and Puerto Rico.

The Junior College mission has traditionally been to offer career education to individuals not served by other advanced professional training and educational institutions in order to increase the work skills and therefore the living standards of individuals within this category. Minorities and women comprise a majority of that population and although the student population of the Forest Park Campus is 59% black and 40% female, they are represented in a significantly lower proportion in the programs graduates. (see table 2).

Table 2

| Table 2 | %Graduates Hotel-Restaurant | %Total Full-time Students |
|---|---|---|
| Males | 80.58 | 59.93 |
| Females | 19.42 | 40.07 |
| Minority | 9.52 | .58 |
| Asian | 1.59 | .47 |
| White | 88.89 | 34.45 |
| Spanish Surnamed | | .27 |
| American Indian | | .27 |
| Uncoded (7.00) | | |

Our immediate purpose for the study was to gather information on recruitment practices that would afford the Food Services program a student population more in line with the total school population.

## III. Investigative Procedures

The following survey instrument was mailed to the total graduate population of the food services program. 94.5 percent of those surveyed responded. Individuals not responding at first mailing were sent additional survey forms totaling to three separately mailed requests. In addition, a telephone survey was used to solicit completion of survey forms.

NAME _____

ADDRESS _____ PHONE _____

CITY _____ STATE _____

Please circle the number of the response which applies to you for each question below.

A. What sex are you?

1. female
2. male

B. What is your age?

1. 19 or less years
2. 20-29 years
3. 30-39 years
4. 40-49 years
5. 50-59 years
6. 60-69 years

C. What is the highest level of education you have attained?

1. Post high school vocational or business school
2. One to two years of college
3. A.A. degree
4. R.N. degree
5. B.S. or B.A. degree
6. M.A. or M.S. degree
7. Other

D. Of the following, which racial/ethnic group do you consider yourself a member?

1. An Indian
2. Black
3. Asian or Pacific Islander
4. Spanish Culture or Origin
5. White
6. Other (specify) _____

E. What is your present job status?

1. Employed full-time
2. Employed part-time
3. Employed sporadically (off work streches of two to three weeks at a time)
4. Unemployed

F. What percent of your present employment is related to your hotel-motel training?

1. 100%
2. 75%
3. 50%
4. 25%
5. Less than 25%
6. None

G. How long have you been in your present job?

1. One year or less
2. One to two years
3. Two to three years
4. Three to four years
5. Four to five years
6. Five to six years
7. Over six years

H. The Forest Park Community College Hotel Restaurant program was

1. Most helpful
2. Somewhat helpful
3. Helpful
4. Not helpful
5. Most unhelpful

I. Rank the area of Hotel-Motel training from most helpful to least helpful. (1 being most helpful)

_____
_____
_____
_____
_____

J. Hot 1-Restaurant program could be more effective in getting new recruits:

1. Wider advertising in all papers (daily, ethnic, etc.)
2. Provide more scholarships
3. Publicize program in high school
4. Actively seek women recruits
5. Actively seek minority candidates
6. Contact social and community agencies
7. Other (specify)

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Survey instrument Designed by Philip D. Carlock, Dean Research and Development--St. Louis Community College at Forest Park

## IV. Results

The majority of graduates are white males, between the ages of 20-29 years and hold the associates degree with 22% continuing their education to the Bachelors degree level.

86% are employed full-time with 63% holding positions for 1-3 years. 82% of those responding are working within the hospitality industry with 9.5% in Hotel; 47.6% in Restaurant; and 26.9% in Institutional Management.

65% reported that their present employment relates 100% to the training received and also responded that the program was most helpful.

| Item | Number | Percentage |
|---|---|---|
| A. Sex | | |
| Male | 112 | 80.58 |
| Female | 27 | 19.42 |
| Total | 139 | |
| B. Age | | |
| 19 or less | 2 | 1.43 |
| 20-29 | 93 | 66.43 |
| 30-39 | 32 | 22.86 |
| 40-49 | 6 | 4.29 |
| 50-59 | 7 | 5.00 |
| 60-69 | 0 | |
| Total | 140 | |
| C. Education | | |
| 1-2 years college | 19 | 15.32 |
| AA | 78 | 62.90 |
| BA/BS | 27 | 21.77 |
| MA/MS | 2 | 1.6 |
| Total | 126 | |
| D. Racial/Ethnic Group | | |
| Minority | 12 | 9.52 |
| Asian | 2 | 1.59 |
| White | 112 | 88.89 |
| Total | 126 | |
| E. Job-Status | | |
| Full-time | 109 | 86.51 |
| Part-time | 8 | 6.35 |
| Unemployed | 9 | 7.15 |
| Other-self-employed owner | 2 | |
| Total | 126 | |

| Item | Number | Percentage |
|---|---|---|
| F. % Present Employment related to training | | |
| 100% | 72 | 59.02 |
| 75% | 18 | 14.75 |
| 50% | 12 | 9.84 |
| 25% | 5 | 4.10 |
| -25% | 11 | 9.02 |
| 0 | 5 | 4.10 |
| Total | 123 | |
| G. Tenure of Present Job | | |
| One year or less | 47 | 36.72 |
| One to two years | 15 | 11.72 |
| Two to three years | 21 | 16.41 |
| Three to four years | 12 | 9.38 |
| Four to five years | 5 | 3.91 |
| Five to six years | 12 | 9.38 |
| Over six years | 16 | 12.50 |
| Total | 128 | |
| H. Program Was | | |
| Most helpful | 87 | 65.9 |
| Somewhat helpful | 26 | 19.7 |
| Helpful | 17 | 12.88 |
| Not helpful | 2 | 1.52 |
| Most unhelpful | 0 | |
| Total | 132 | |

Item I-A

Ranked Area of Motel/Hotel Training From Most Helpful To Least Helpful (1 = Most Helpful)

| Rank Order | Quantity Food Preparation | Purchasing | Meal Planning Service | Beverage Service | Equipment Selection & Maintenance | Hotel Sales | Hotel Front Office Procedures | Housekeeping Administration | Safety & Sanitation | Problems of Hospitality Management | Operational Cost Control |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 40.21 | 18.97 | 18.18 | 5 | 7.50 | 7 | 9.17 | 1.17 | 6.90 | 12.82 | 25.22 |
| 2 | 17.53 | 21.55 | 20.49 | .83 | 4.17 | 0 | 10 | 3.42 | 7.76 | 10.96 | 9.57 |
| 3 | 15.46 | 15.52 | 23.14 | 5 | 3.33 | 3 | 6.67 | 4.27 | 9.48 | 3.42 | 8.70 |
| 4 | 8.25 | 16.38 | 8.26 | 10 | 11.67 | 1 | 4.17 | 5.98 | 12.07 | 4.27 | 7.83 |
| 5 | 12.37 | 6.03 | 8.26 | 6.67 | 17.50 | 3 | 1.67 | 5.98 | 16.38 | 13.68 | 6.09 |
| 6 | 6.19 | 7.76 | 5.79 | 14.17 | 15.83 | 10 | 4.17 | 8.55 | 8.62 | 7.69 | 17.39 |
| 7 | 2.06 | 4.31 | 4.13 | 19.17 | 11.67 | 3 | 2.50 | 4.27 | 15.52 | 11.97 | 6.96 |
| 8 | 2.06 | 2.59 | 3.31 | 15.83 | 10.83 | 8 | 4.17 | 11.11 | 8.62 | 13.68 | 5.22 |
| 9 | 2.06 | 4.31 | 4.96 | 9.17 | 6.67 | 17 | 9.17 | 15.38 | 5.17 | 4.27 | 4.35 |
| 10 | 1.03 | 1.72 | 1.65 | 7.50 | 7.50 | 26 | 15 | 17.09 | 5.17 | 8.55 | 1.74 |
| 11 | 2.00 |  | .83 | 6.67 | 3.33 | 22 | 18.33 | 11.97 | 2.59 | 6.84 | 4.35 |
| 12 |  |  |  |  |  | 16 | 15 | 10.96 | 1.72 | 2.56 | 2.61 |

Item I-B

% Respondants ranking area in most helpful category.

| Training Area | % |
|---|---|
| Quantity Food Preparation | 40.21 |
| Operational Cost | 25.22 |
| Purchasing | 18.97 |
| Meal Planning | 18.18 |
| Problems of Hospitality Management | 12.82 |
| Hotel Front Office Procedures | 9.17 |
| Equipment Selection and Maintenance | 7.50 |
| Hotel Sales | 7 |
| Saftey and Sanitation | 6.90 |
| Beverage Service | 5 |
| Hosekeeping Administration | 1.71 |

Item J-A

The Hotel Restaurant Program Could Be More Effective In Getting New Recruits. Rank In Order of Most Helpful - Least Helpful (1 = Most Helpful)

| Rank Order | Wider Advertising in all Papers | Provide more Scholarships | Publicize Program in High Schools | Actively Recruit Women | Actively Recruit Minority Candidates | Contact Social & Community Agencies |
|---|---|---|---|---|---|---|
| 1 | 19.83 | 18.85 | 62.50 | 2.56 | 3.48 | 10 |
| 2 | 19.83 | 24.59 | 21.88 | 5.98 | 3.48 | 9.17 |
| 3 | 20.66 | 21.31 | 7.81 | 6.84 | 6.08 | 27.50 |
| 4 | 17.36 | 15.57 | 3.91 | 22.22 | 8.70 | 19.17 |
| 5 | 6.61 | 13.11 | 3.13 | 29.06 | 21.74 | 15.83 |
| 6 | 9.92 | 4.10 | | 18.80 | 36.52 | 10.83 |
| 7 | 5.79 | 2.46 | .78 | 14.53 | 20.00 | 7.50 |

19

18

Item J -B

% Respondants ranking recruiting methods in most helpful category.

| Method | Percentage |
|---|---|
| Publicize Program in High Schools | 62.50 |
| Wider Advertising In All Papers | 19.83 |
| Provide More Scholarships | 18.85 |
| Contact Social & Community Agencies | 10 |
| Actively Recruit Minorities | 3.48 |
| Actively Recruit Women | 2.56 |

Item K

Present Occupation

| Area | Number | Percentage |
|---|---|---|
| Hotel | 12 | 9.52 |
| Restaurant | 60 | 47.62 |
| Institutional Management | 34 | 26.98 |
| Student | 7 | 5.56 |
| Homemaker | 5 | 3.97 |
| Other | 8 | 6.35 |

## V. Conclusions and Recommendations

Our initial purpose, to survey past graduates for their input into recruiting systems, has been met with the greatest percentage - 63% - responding that the most effective method is publicizing within high schools. Although this study's original design did not include all of the active variables that may be responsible for the absence of minorities and females in the program, it is appropriate to consider them here.

Among these variables are the following:

- societal trends and industry actions
- student career awareness and beliefs regarding the industry.
- student knowledge of protective federal legislation regarding employment practices.

Each of these possibilities should be investigated in order to determine their degree of responsibility while at the same time action is taken to correct misinformation and to add to student knowledge regarding the industry and proper employment practices in general.

Societal Trends and Industry Actions

Traditionally minorities and woman have been represented at the lower occupational levels within the work force. Individuals responsible for recruitment, selection, and promotions fill management positions and are often, given past occupational trends, unaware that attitudinal changes towards these groups are necessary if litigation is to be avoided and affirmative action guidelines are to be met.

Implementation of affirmative action planning requires revision of not only formal procedures but informal patterning as well. Several approaches can be taken by the industry to resolve discrimnatory informal patterning. Among them are the following:

Job Orientation Training is designed to offset personality conflicts, underachievement, and communication blocks for both new and in-house employees and can provide an approach to meet specific organizational needs for supervisory, administrative, and front line personnel within the revised formal structuring required by EE)C guidelines.

Assertive Career Development directed at in-house personnel with a primary objective to stimulate the incorporation of minorities and women into organizational levels providing a base for meeting EEOC guidelines thus reducing the necessity of totally revising recruitment methods.

Human Relations and Group Dynamics Programs that (a) assist in communication between and among different ethnic groups; (b) provide conflict resolution techniques that aid in restructuring informally developed difficulties; and (c) provide for the integration of individual differences and interpersonal relations between specific organizational levels.

Student Career Awareness and Beliefs Regarding the Industry

Although it cannot be assumed that student populations are totally aware of industry practices it seems likely that there is a transfer of general background information of the various industrial groupings that have maintained unequal employment opportunities for minorities and women.

In addition, increased specialization has lead to the development of career lines not previously available.

Further study will be undertaken to determine student beliefs and a commitment has been made to acquaint students with the several career lines available.

Student Knowledge of Protective Federal Legislation Regarding Employment

The dissemination of federal legislation providing for equal employment practices has not, in the past, been considered as an integral part of career programming. It is a specialized body of

law and can be subjected to several interpretations with judicial decisions providing the final outcome.

Efforts are now being made through consumer education programs and concerned administrative, counseling and teaching personnel to distribute this information to the student and direct him/her to the proper channels for its utilization.

The study of the Hotel/Restaurant Career program is representative of surveys now in progress of other career programs at the Forest Park campus. Additional information, study design and survey instruments for other departments wishing similar information can be obtained through the Research and Development Office at Forest Park.

# APPENDIX

Appendix A (Student Profile)

Percentile Scores on the Ohio Psychological Test
For Graduates Vs. Non-Graduates

| Percentile Score | Graduates | | Non-Graduates | |
|---|---|---|---|---|
| | f | % | f | % |
| No Record | 18 | 40.0 | 3 | 20.0 |
| 0-20 | 4 | 8.9 | 0 | 0.0 |
| 21-30 | 5 | 11.1 | 4 | 26.6 |
| 31-40 | 3 | 6.7 | 1 | 6.7 |
| 41-50 | 3 | 6.7 | 2 | 13.2 |
| 51-60 | 0 | 0.0 | 1 | 6.7 |
| 61-70 | 5 | 11.1 | 1 | 6.7 |
| 71-80 | 5 | 11.1 | 1 | 6.7 |
| 81-90 | 1 | 2.2 | 1 | 6.7 |
| 91 or over | 1 | 2.2 | 1 | 6.7 |
| Total (N) | 45 | 100.0 | 15 | 100.0 |

Percentile Range on the SCAT Test For Graduates

Vs. Non-Graduates: Math Percentile

| Math Percentile Range | Graduates | | Non-Graduates | |
|---|---|---|---|---|
| | f | % | f | % |
| No Record | 8 | 17.8 | 3 | 20.0 |
| 0-20 | 23 | 51.1 | 8 | 53.4 |
| 21-30 | 2 | 4.4 | 0 | 0.0 |
| 31-40 | 3 | 6.7 | 2 | 13.3 |
| 41-50 | 4 | 8.9 | 2 | 13.3 |
| 51-60 | 0 | 0.0 | 0 | 0.0 |
| 61-70 | 3 | 6.7 | 0 | 0.0 |
| 71-80 | 1 | 2.2 | 0 | 0.0 |
| 81-90 | 0 | 0.0 | 0 | 0.0 |
| 91-100 | 1 | 2.2 | 0 | 0.0 |
| Total (N) | 45 | 100.0 | 15 | 100.0 |

Percentile Range on the SCAT Test For Graduates
Vs. Non-Graduates: Verbal Percentile

| Verbal Percentile Range | Graduates | | Non-Graduates | |
|---|---|---|---|---|
| | f | % | f | % |
| No Record | 7 | 15.7 | 3 | 20.0 |
| 0-20 | 22 | 48.9 | 8 | 53.4 |
| 21-30 | 4 | 8.9 | 0 | 0.0 |
| 31-40 | 4 | 8.9 | 0 | 0.0 |
| 41-50 | 2 | 4.4 | 0 | 0.0 |
| 51-60 | 2 | 4.4 | 2 | 13.3 |
| 61-70 | 1 | 2.2 | 0 | 0.0 |
| 71-80 | 2 | 4.4 | 2 | 13.3 |
| 81-90 | 1 | 2.2 | 0 | 0.0 |
| Total (N) | 45 | 100.0 | 15 | 100.0 |

Percentile Range on the SCAT Test for Graduates
Vs. Non-Graduates: Total Percentile

| Total Percentile Range | Graduates | | Non-Graduates | |
|---|---|---|---|---|
| | f | % | f | % |
| No Record | 7 | 15.6 | 3 | 20.0 |
| 0-20 | 23 | 51.2 | 9 | 60.0 |
| 21-30 | 6 | 13.3 | 1 | 6.7 |
| 31-40 | 6 | 13.3 | 0 | 0.0 |
| 41-50 | 1 | 2.2 | 0 | 0.0 |
| 51-60 | 0. | 0.0 | 1 | 6.7 |
| 61-70 | 0 | 0.0 | 1 | 6.7 |
| 71-80 | 1 | 2.2 | 0 | 0.0 |
| 81-90 | 1 | 2.2 | 0 | 0.0 |
| Total (N) | 45 | 100.0 | 15 | 100.0 |

Number of Years Between High School Completion and Admission to Forest Park Community College For Graduates Vs. Non-Graduates

| Number of Years | Graduates | | Non-Graduates | |
|---|---|---|---|---|
| | f | % | f | % |
| 6 mos. or less | 20 | 44.4 | 10 | 66.7 |
| 7 mos. - 11 mos. | 2 | 4.4 | 1 | 6.7 |
| 1 yr. - 2 yrs. | 9 | 20.0 | 2 | 13.2 |
| 3 yrs. - 4 yrs. | 5 | 11.2 | 1 | 6.7 |
| 5 yrs. - 10 yrs. | 8 | 17.8 | 1 | 6.7 |
| 11 yrs. - 20 yrs. | 0 | 0.0 | 0 | 0.0 |
| 21 yrs. or more | 1 | 2.2 | 0 | 0.0 |
| Total (N) | 45 | 100.0 | 15 | 100.0 |

Number of Graduates Vs. Non-Graduates
With Previous College Experience

| College Experience | Graduates | | Non-Graduates | |
|---|---|---|---|---|
| | f | % | f | % |
| Experience | 19 | 42.2 | 6 | 40.0 |
| No Experience | 26 | 57.8 | 9 | 60.0 |
| Total (N) | 45 | 100.0 | 15 | 100.0 |

Sources of Financial Support For
Graduates Vs. Non-Graduates

| Financial Sources | Graduates | | Non-Graduates | |
|---|---|---|---|---|
| | f | % | f | % |
| Parents or Family | 13 | 22.4 | 3 | 15.8 |
| Employment | 18 | 31.0 | 8 | 42.1 |
| Personal Savings (no empl.) | 4 | 6.9 | 0 | 0.0 |
| Scholarships, Grants, etc. | 7 | 12.1 | 2 | 10.5 |
| No Record | 16 | 27.6 | 6 | 31.6 |
| Total (N) | 58* | 100.0 | 19* | 100.0 |

*Note. The total (N) for this table represents the number of sources of financial support indicated by graduates and non-graduates. Since some students reported more than one major source of financial support, this number exceeds the 45 and 15 for graduates and non-graduates respectively which appear on all other tables.

Number of Graduates Vs. Non-Graduates
By Marital Status

| Marital Status | Graduates | | Non-Graduates | |
|---|---|---|---|---|
| | f | % | f | % |
| Single | 35 | 77.8 | 14 | 93.3 |
| Married | 8 | 17.8 | 1 | 6.7 |
| Divorced | 2 | 4.4 | 0 | 0.0 |
| Total (N) | 45 | 100.0 | 15 | 100.0 |

[2]Compiled by Hotel-Restaurant Institutional Food Service Program at Forest Park.

UNIVERSITY OF CALIF.
LOS ANGELES

JUN 10 1977

CLEARINGHOUSE FOR
JUNIOR COLLEGES

Compiled by
Dona Johnson

Compiled and Edited by
Toni Scalia
Institutional Research

Assisted by
Philip D. Carlock, Dean
Research and Development

Typed by
Carylon Williams